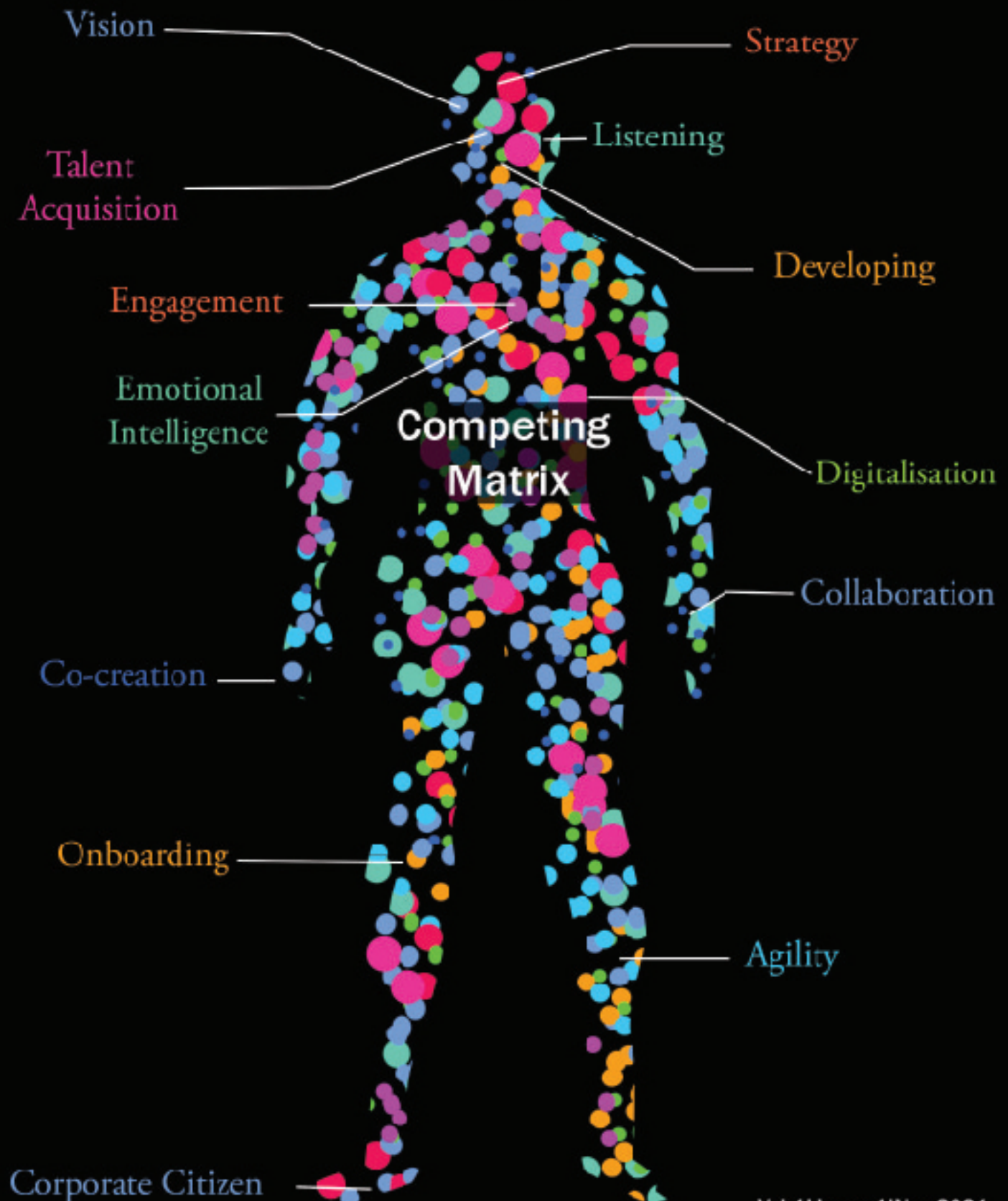




# Anahata

*HR straight from the Heart*



## From the Desk of the Editor



Charles Juster  
Chief Editor

Dear Readers,

It gives me immense pleasure to present to you all the first edition of the bi-annual HR Magazine, Anahata, a work of SHRAM (Singrauli HR Annual Meet). The idea behind the Magazine is to benchmark HR in organisations in the energy sector, showcase and share best HR practices across the sector. It will provide a digital platform to collaborate and co-create best HR practices for defining the future. It will also serve as a platform to keep the HR professionals, especially in the energy sector, contextual and relevant in these dynamic times where disruptive changes have become the norms of the day. We can fulfill the quest for knowledge better collectively. The initiative aims at building a vibrant HR Community and digitally powered HR systems in the region.

It is said that change is the only thing that is constant. We aspire to remain on top of our game, whose rules are changing frequently, by playing as a team. The winning strategy for this game is to be able to quickly re-align ourselves with all the relevant Political, Economical, Social, Legal, Technological and Environmental developments. The mental shift though important should necessarily be accompanied by on ground shifts which make people uncomfortable in the short run. Anahata aspires to soothe various stakeholders and build business and social cases for implementing what's trending but is not just a fad.

The occasion for the launch of "Anahata" i.e. Singrauli HR Conference, SHRAM 2021, is a marvelous serendipity for us. To be able to launch this Magazine in the presence of so many distinguished dignitaries, renowned speakers, thought leaders and subject matter experts is a blissful blessing and a very high powered kick start for us. We hope to stand up to the standards we have set for ourselves and keep raising the bar with every new edition.

Happy Reading!



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## OVERVIEW OF 'SHRAM'

SHRAM actually means labour, hard work, to toil etc. but our SHRAM is an intelligent and apt wordplay and stands for Singrauli Human Resource Annual Meet. The idea behind incorporating SHRAM is to create a platform for the various companies and corporate houses in the Singrauli region to come out of their daily work routines once in a while and replenish and rejuvenate themselves professionally. The responsibility of fulfilling the energy needs of India is a big one and it is only going to become bigger in times to come. In order to meet this Herculean challenge, it is quintessential for us to keep sharpening our Professional axes so that we are both effective as well efficient. SHRAM is intended to act as the whetstone for sharpening the blades of our intellect. SHRAM was born in Singrauli but won't stay limited to it.

To borrow from Dr Rabindranath Tagore, SHRAM is what happens when the tireless striving stretches its arms towards perfection. SHRAM is intended to become the goto event for pushing the frontiers of our People and HR related knowledge base. We live in exciting and yet uncertain times. The COVID-19 pandemic has made people acutely aware of the fleeting nature of life. People no longer want to sacrifice their work life balance or the prime of their youth chasing the much hyped and yet ever unachievable "stability". We are currently witnessing what is being dubbed as "The Great resignation" whereby people are resigning en masse in order to live their desired lives wherein they have more time for their family, their loved ones, themselves, nature, exploring the world, doing things that matter to them the most, following their personal calling etc.

The Business houses world over need to prepare themselves for many such disruptive events and phenomena. Being unaware or unprepared for what the future of Business and workplaces is going to be is simply not acceptable as an excuse as the information age somehow puts everything right in your face even if you are not even looking for it. Ignorance is not bliss will definitely be proved in just a matter of a few years. The ones who don't act now to prepare and constantly upgrade themselves for what is coming will find themselves in a very uncomfortable situation. SHRAM is not about some FOMO (Fear of Missing Out) fad but timely intervention of certain awakened souls in Singrauli to enable us to ride the digital Tsunami.

Our intention is not to create a scare but to proactively and joyously prepare ourselves for the future. Somehow SHRAM is part of the evolution of consciousness that is taking place. Charles Darwin's evolution of species is no longer about survival of the fittest but about thriving of the wisest. And with reference to the Corporate world, wisdom lies in reading the current trends, drawing insights and forecasting the future with great accuracy. The pace at which everything around is transforming is so overwhelming that a new technological or social high is ready for us to be experienced even before we have fully experienced or sobered out from the previous high. SHRAM envisions to enable the practitioners of HR or people managers in general to better assimilate what the vortex of time keeps throwing at us. SHRAM is a bus that you can't afford to miss. Hop on!



## New Dimensions to a Sustainable Coal Mining Business through dynamic leadership



**Shri Prabhat Kumar Sinha** CMD, NCL

Northern Coalfields Limited (NCL), a Coal India Limited company located in Singrauli and Sonbhadra districts of MP and UP respectively, is striving hard to ensure energy security to the nation by optimum utilization of resources in an integrated and sustainable way. In view of the global climate change and continuously increasing demand for coal and other primary energy resources in India, it is of paramount importance for a coal producing company like NCL to develop a strategy to strengthen its expertise in two main domains for business sustainability viz. Environmental Management and Business Diversification particularly through technology intervention in the field of alternative uses of coal i.e. coal gasification, coal liquefaction, gainful utilization of overburden material (for sand production as well as for other purposes viz. glass, ceramics, solar wafer etc. based industries).



During this transition phase when coal business is facing global challenge due to increasing share of Renewable Energy sources as well as due to serious concern over climate change, it becomes important to have a business leader that not only

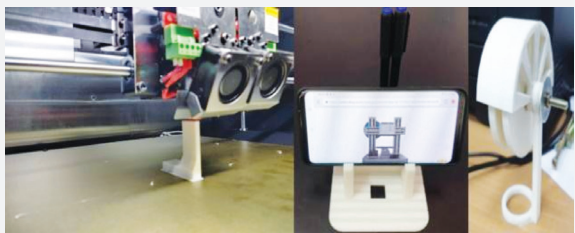
inspires his team members to connect with something bigger than themselves, to take bold actions and accomplish tasks that couldn't be achieved without shared effort but also keeps his team members motivated to take initiatives with the feeling of ownership for the organization. Such an exceptional example has been set up by Shri P.K. Sinha, currently leading the two flagship subsidiaries of Coal India Limited, Northern Coalfields Limited and Mahanadi Coalfields Limited. Both the subsidiaries contribute about 50% of total coal production of Coal India Limited.

### **The leader who consider challenges as opportunities**

Shri Sinha is known for his effective leadership acumen, well supported by his technical knowledge, confidence, strong and clear communication, setting the right expectations and giving the team the right direction, his innovative approach, perseverance during the crisis, risk management, openness to change, etc. Beside several challenges in expansion of business in Moher Sub-Basin of Singrauli Coalfield, the performance graph of Northern Coalfields Limited has shown a steep rise with a marked highlight of surpassing the 100MT annual coal production during his tenure.



A gracious growth figure of about 24% in respect of coal production within a short span of three years can be mainly attributed to aggressive process re-engineering, introduced by Shri Sinha at different levels in the organization. His insightful endeavors and magnificent rapport has helped him to obtain incremental clearances of 23.5 MTPA for operation of NCL mines. While satisfactorily fulfilling the power demand of the northern grid thermal plants, NCL under his guidance, works for full contentment of its stakeholders in the surrounding. The result oriented determination of Shri P.K. Sinha provides an appropriate pace to the new projects undertaken at NCL, which is expected to ensure the future coal supply of the company in accordance with the burgeoning coal demand of the nation.



Shri P K Sinha has spearheaded in institutionalizing the Research & development wing of NCL, through an innovative concept of SARAS (Science & Applied Research Alliance and Support) giving major thrust on advancement of mining technologies, clean coal technologies, climate change, waste management, new & renewable energy, efficiency improvement and

cost reduction besides providing scientific support to NCL units. Apart from providing solutions to the critical issues of NCL, the concept has motivated the younger workforce of the organization, which has propelled the growth graph of the subsidiary.

His penetrative ventures for sustainable development and for upliftment of the society is expressed in his work towards "Skill India" mission of Govt. of India, where NCL in association with Ministry of MSME and all its stakeholders i.e. Industry, Technical Institute and local youths have developed a single platform for the betterment of the nation.



Shri Sinha has a wide overseas experience, and has represented Indian Coal industry at different global platforms. In August 2019, he visited Russia as a part of Indian delegation to explore the opportunities for digitization and technological upgradation of Indian mines. In December 2019, he delivered a special talk on Sustainable Development of Singrauli Coalfields at Perth, Australia.

Shri Sinha's flamboyant managerial skills and leadership ability have been appreciated time and again and he has been honored with many prestigious awards. He is the recipient of the National Mine Safety Award from the President of India. He has been awarded the HB Ghosh Memorial Award for Best Mine Manager 2012 and 2013 for two consecutive years by the Mining Geological and Metallurgical Institute (MGMI). His case study on management of overburden (OB) in adverse conditions in opencast coal mines has also received laurels on the MGMI forum in the year 2018. Shri Sinha was conferred 'IMMA Excellence Award 2018' as well as PSE Excellence Award for 2018 and 2019 by Indian Chamber of Commerce (ICC) for his outstanding contribution to the Indian coal industry and national economy. Due to his outstanding contribution as a corporate leader, he was awarded the fellowship of World Academy of Productivity Science in February, 2020. He is also associated with esteemed industry institutions and is the Vice President of the Mining Geological and Metallurgical Institute (MGMI) and the member of the Indian Mine Managers Association (IMMA).



Shri Sinha's ability to make strategic and visionary decisions and aligning the team to achieve beyond the targets is phenomenal. His strong leadership is evident as NCL is continuously overachieving the targets. He sets the right direction and inspires the team to succeed in achieving the end result. Shri Sinha is truly a visionary leader and sets the right direction for his team. Under his leadership, NCL became a 100 MT Coal Producing company. His positive attitude and outlook towards difficult situations and crises set him apart from the crowd. Shri

Sinha is well known for his Quick Decision Making, He has initiated many new projects including the Mining Skilling center, OB to Sand Project, Solar Project, Kisan Ganga, Collaboration with IIT-BHU, and its Incubation Center, Skill Development programs, and others. His leadership style helped him to run the business smoothly.

Shri Sinha, with his abilities and charisma, is transforming the Coal Industry from bureaucratic and traditional Leadership towards an Industry that is open to change, embracing Innovations and new Technologies, Digitalization, Creating Modern Infrastructure, Renewable energy, making difference in the Welfare of employees, and creating vibrant social Infrastructure. He is a Transformational leader who encourages and inspires the employees to create innovative and interesting ways to work which can help grow and shape the future of the company and the Coal Industry. He trusts and trains the employees to take ownership of their assigned works. NCL is indebted to him for his unparalleled leadership. May we always keep getting his guidance in some form or the other in the future. We wish him good health, great life and many more feathers in his cap ahead.



## The making of Mega Projects- Northern Coalfields Limited

-A journey from 4.2 MT in 1987 to 25 MT in 2022, Nigahi.

Nigahi, once a small village in the remote forest of Madhya Pradesh have now grown and developed, within three decades, to be one of the biggest and most prestigious Mining Pride of our nation. For more than 30 years now, the project is steadily contributing towards accomplishing the coal requirement of its linked power plants –VSTPP, NTPC.

The project was initially designed by Giproshakt, Russia in collaboration with CMPDI, Ranchi with a feasibility report in 1974 which identified Nigahi Opencast mine in Moher Sub-Basin. Subsequently, as desired by the Govt., FR for Nigahi OCP (4.2 MTPA) was prepared by CMPDI and got sanctioned by the Govt. in November, 1987 for an initial capital investment of Rs.462.39 Crores. Nigahi commenced its operation of coal production in the year 1990 and in very short span of time considering its future feasibility the expansion project report for 10 MTPA was prepared in November,1994. It got sanctioned by the Govt. in July, 1997 for a capital investment of Rs.1846.49 Crores. The EPR for Nigahi OCP (10MTPA to 15MTPA) was prepared in January, 2007 and got approved by the Govt. of India on 8th October, 2007 for an additional capital investment of Rs.259.40 Crores. To meet the growing demand of coal, CIL board accorded its approval on 11th November, 2020 for expansion of PR of Nigahi OCP (15MTPA to 25MTPA) with an additional capital investment of Rs. 1729.68 Crores. Presently the project is earning a profit of more than Rs 850cr annually.



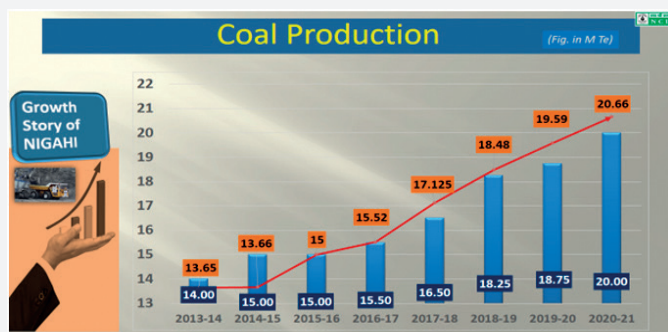
**Shri J.P. Dwivedi**

Area General Manager, Nigahi

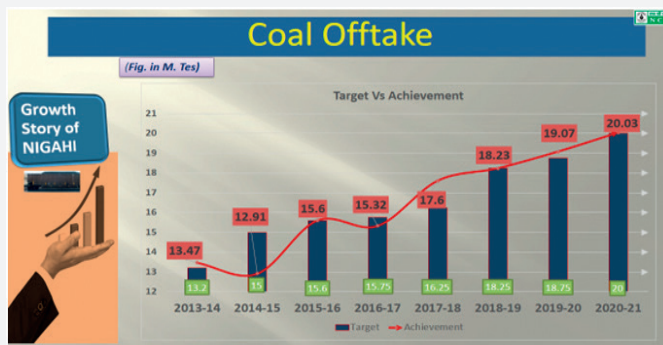
Expansion Project report for 25 MTPA has been approved from CIL Board on 11.11.2020.

Main features of the approved EPR are summarized as:

- Incremental CHP OF 10MTPA Capacity.
- Additional land requirement of 564.323 Ha.
- IRR for proposed expansion at 100% production level- 61.58%
- Total capital outlay for incremental 10MTPA- 1729.68Crs.



Progressive high performance in important parameters highlights our congruous efforts in digging out 311.12 MT of coal till October, 2021. The financial year 2020-21 was even more challenging as it started with the outbreak of COVID-19 pandemic and almost all the activities came to an unprecedented standstill upon the imposition of lockdown. Since mining sector fuels the economic wheels as a primary input and is a key contributor to power, manufacturing, construction and real estate sectors, the Ministry of Coal, directed to ensure that critical coal supplies are maintained during the lockdown period so that power and other critical sectors remain unaffected due to the pandemic. Although the Mining sector was presumably expected to be adversely affected due to restrictions imposed on movement of workforce and materials, in spite of this the whole industry and Nigahi Area came out with flying colors. The performance of the Area during the financial year 2020-21 against the following listed parameters also depicts the resilience and the tenacity with which the pandemic was dealt with.



Apart from being one the highest coal producer of NCL, Nigahi has been acclaimed for its special endeavor in environmental sustainability, employee welfare, and operational safety keeping up with our vision of being a symbol of 'Mining in Harmony with Nature'- ventures like effective restoration of flora & fauna through more than 34 lakh plantation, development of an eco-restoration park in association with FRI Dehradun on the dump slope, innovative drip irrigation cum nutrient feed system on otherwise dry & sandy OB dump slopes have given encouraging results and helped to maintain Environmental sustainability . Nigahi Area is gratified to be a zero discharge mine. Deployment of CAAQMS, mist spray system, belligerent water sprinkling on haul roads, green belt along the closed belt conveyors, judicious spreading of top soil for effective biological restoration, thick curtain plantation between mine and residential premises are some of the important outcomes of our undying efforts to promote green solutions to the large scale opencast mining.





Nigahi abodes prestigious schools such as DPS & DAV & Vivekananda to ensure quality education not only for its employees but also to neighboring community kids covering approx. 2900 children), round the clock health dispensaries, well facilitated residential colony, emulated cluster parks, shopping centers, community buildings, safe drinking water etc. exhibits our concern for employee welfare. To promote the work life balance of our employees, recreational activities, gym facility, Sports Complex, yoga classes etc. have been provided in addition to organizing of various recreation activities.

Winning hearts of the surrounding communities through the CSR activities has been an important part of our endeavor. Skill development, Aanganwadi, requisite developmental infrastructure, sports promotion, Swachhata Abhiyan, educational facilities for the villagers are some eye catching ventures of Nigahi . Construction of School and hostel for disabled is in full swing and likely to complete by the end of this year.

The project takes pride to acclaim that the first Solar Power Plant of CIL of 50MW capacity is soon coming up in about 129 hectare of vacant acquired land of the project. Bids have been opened on 29.10.2021 and are under process of Technical Scrutiny.

The project stands committed to keep the power plants energised and bring smiles to millions of people who receive electricity and illumination for their earning livelihood and comfort living.



***Nigahi Mines - Panoramic View***

*“One machine can do the work of fifty ordinary men. No machine can do the work of one extraordinary man.”*

*— Elbert Hubbard*



## Employee Onboarding - A strong tool to develop psychological contract

In the post COVID scenario the talented workforce has left the traditional workplace and are reluctant to come back for stereotypical desk jobs. The organisations that build employment relationships on mutual trust have lower attrition of employees. There is empirical evidence that a strong perception of psychological contract has significant reverse correlation with intent to quit the Organisation. The psychological contract is the employee's faith in the organisation's intent and ability to reciprocate his efforts. An organic assimilation of the new employee in the organisation plays a crucial role in developing this psychological contract.



Employee onboarding is a process of assimilation of the new employee in the role they are expected to take on and the culture of the organisation. Many organisations view on boarding as an expense rather than an investment, foregoing the fact that ineffective onboarding cuts-off the advantage of hiring and selecting talented employees. Some organisations over-do onboarding with high volume of information and complex tasks whereas some underdo it with inadequate information to prepare the employees for their role. The inadequate onboarding makes the transition into the organization for new employees painful and creates an urge to quit.

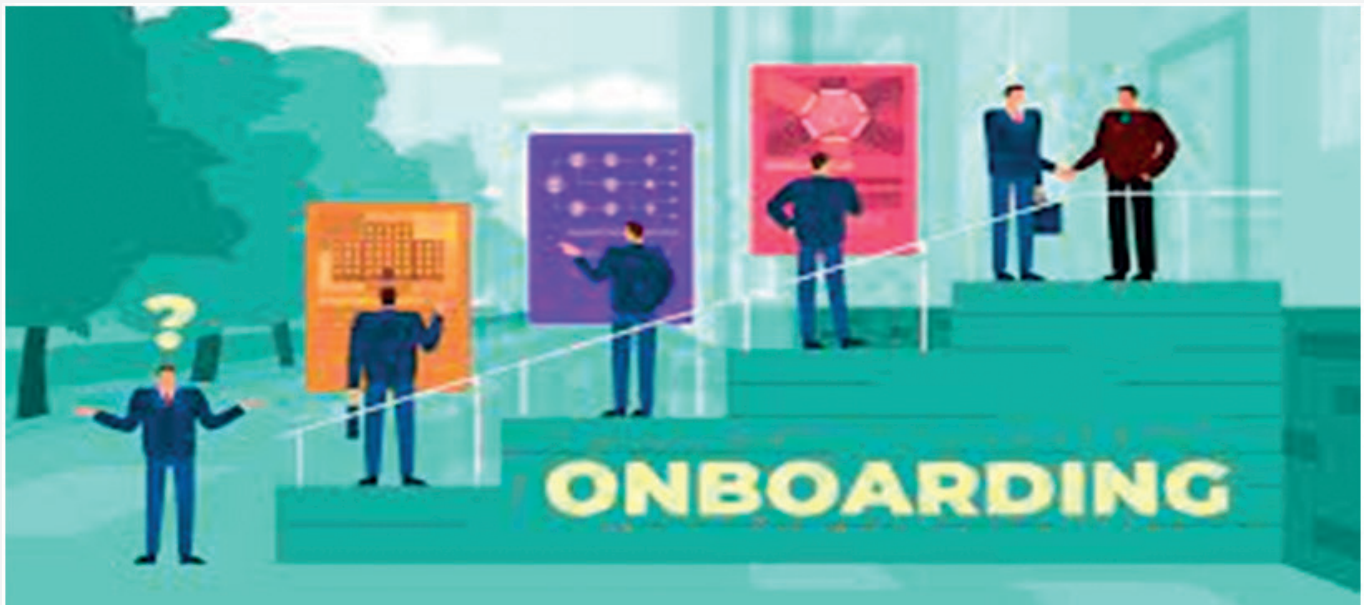


The employees might have experienced dissatisfaction with respect to assimilation in their previous organisations; inadequate onboarding systems will give them a *deja vu*. Although the perception of expectations of the job may vary among the employees, the employees feel betrayed if the duties are breached and this in turn reduces the commitment. It is better to provide them with a realistic

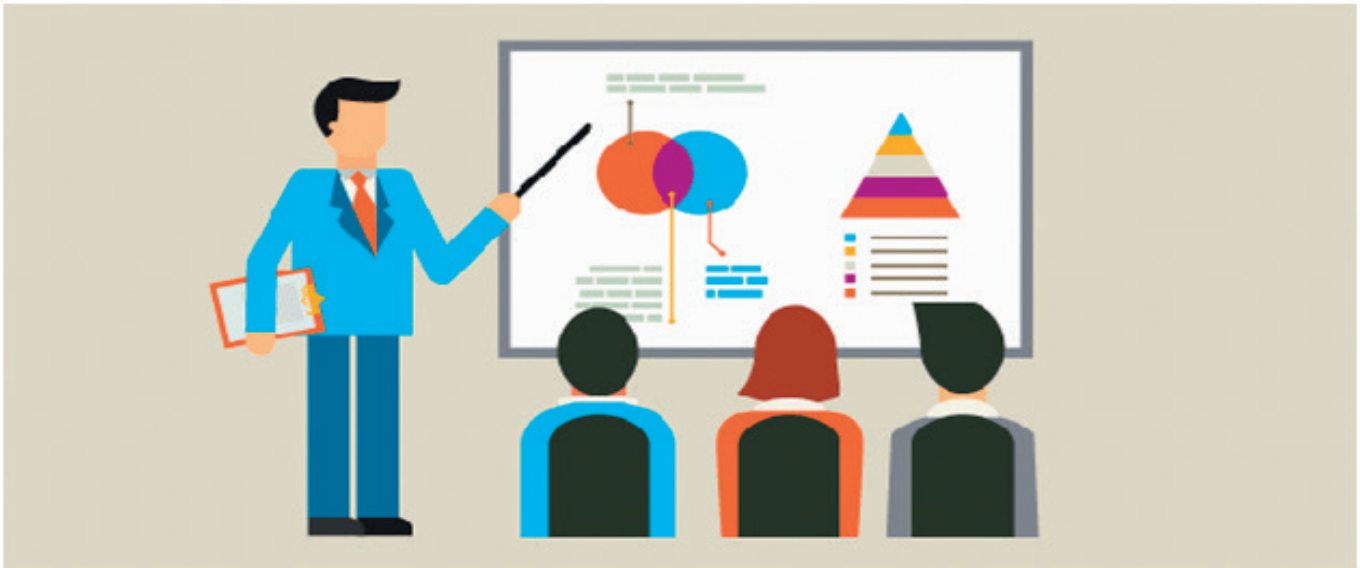
job description, clarify expectations and satisfy their various queries. The HR Professionals who incorporate effective onboarding programmes honour the psychological contract of employees. Here is a ten-step model to be used for improving the efficacy of the onboarding process:-

- 1. Establish the Relationship Online Immediately after Hiring.** The process of hiring starts well before the arrival of employees. The online personalised communication with the employees shall be started as early as possible. It is also advisable to do all the joining formalities through online mode and avoid lengthy and cumbersome paper formalities.

2. **Appoint a Trained Mentor-Coach for Each New Employee** – The evidence indicates the quality of mentoring for new employees can make a significant contribution in socialization, learning, improving work attitudes and engagement.
3. **Focus the On-boarding on Relationships and Networks** – The new employees need assistance to create relationships with key organizational personnels within a short period of time for socialization and assimilation. The information about the new employee's qualifications shall be shared with the key personnels in advance in order to make the new employee feel valued. The relationship with the supervisor and the natural work group are both essential elements in this transition.



4. **Prepare a Well-Developed and Complete New Employee Orientation Booklet** – Integrating the diverse pieces of information that new employee needs for relocating, getting acquainted with the organization's values, mission, culture and history, understanding employee benefits and policies & completing the required paperwork and documentation etc., eases the onboarding process.
5. **Prepare workstation and Staff Support Prior to On-boarding** – A properly equipped office and appropriate staff support gives the new hires a pleasant start. Initiating these actions prior to the employee's arrival demonstrates the organisation's professionalism.
6. **Assist in Transitional Logistics** – The new hire may have had to relocate, arrange for schooling for children and go through other stressful transitions of significant proportion. Reaching out to the new employees to assist them in those time consuming tasks makes the employee feel at home.
7. **Clarify and Affirm Priorities and Expectations** – The Supervisor should immediately meet the new employee on their arrival at the organization and clarify job responsibilities, key outcomes and the employee's role within the entire work group. The Supervisor should also listen carefully to the employee's personal goals and job-related concerns. Creating a



high trust relationship with the new employee is facilitated by such a meeting in addition to building employee commitment.

8. **Engage, Empower, and Appreciate the Employee** – The employees actively engaged as owners and partners in an organization are more likely to contribute creative ideas, add value and improve organizational productivity. Building employee self-efficacy and confidence reduces stress, facilitates assimilation and enhances performance.
9. **Involve Upline in On-boarding Training and Orientation** – The involvement of top management and supervisors in the orientation process, particularly in explaining organizational values and culture, communicates to new employees that organizational leaders are committed to those values.
10. **Create an Ongoing Coaching Process** – The mentor and supervisor should identify the resources available to assist the new employee to become a productive contributor and the checkpoints that will be used to help the new employee to be assimilated into the organization to achieve timely results.

The onboarding process based on this model will hopefully impress upon the new employees that the organisation values them and is interested in their success. This is important in building a psychological contract which is more important than any physical or legal contract.

*When people are financially invested, they want a return. When people are emotionally invested, they want to contribute.”*

—Simon Sinek

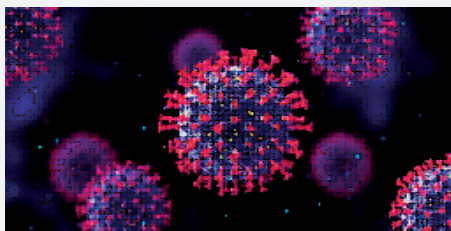


**Dr. Binayak Shankar**

Manager (HR), NCL



## Covid 19- a Tragedy and a Teacher



Covid-19 even after being a devastating force, taught many things to people in all nooks and corners of the world. NCL, as part of India Inc., also learnt a lot from the pandemic. These lessons are cross functional and it requires engagement of multiple departments and stakeholders for acquiring something meaningful out of it.

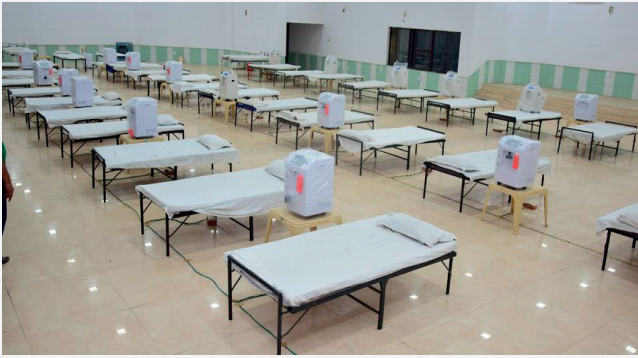
Things are getting normal now as India recently administered one Billion doses showing the effectiveness of our Nation's vaccination drive which has surprised many countries and people across the globe and strengthened India's perception in the world as a responsible, resilient and compassionate nation and justified India's sobriquet of being the "World's Pharmacy" owing to its multiple and effective vaccines, its record productions, distributions and donations. However, this should not make us complacent but propel us to equip ourselves for any such catastrophe in future.

Let us now ponder about what the pandemic taught us and try to draw some practical actionable insights from these lessons. The first thing that we learnt was about use of Masks, sanitization, quarantine, social distancing etc., which actually all point in one direction i.e. containing the spread of the virus. Offices, residential areas, hospitals, schools and commercial spaces should be redesigned in ways that allow people to sit/be at safe distances from each other. It also taught that Sensor doors and sensor light will be more preferable in Public/Private premise.

Offices should become paperless or at least have bare minimum paperwork. Everything should be on the Cloud. Since we are a labour intensive industry by virtue of being a mining company, there are genuine reasons for not being able to switch to work from home completely but still there is a lot of scope for adopting it. For WFH to be successful, we not only need technology but a structure of working remotely whose different aspects will be facilitated by technology. We will need quite a lot of changes on the policy front for supporting WFH and provisions for Quarantine leaves, flexi-time, Child care assistance, Internet Allowances, etc.



It also taught us that healthcare infrastructure needs to be fully equipped with sufficient number of state of the art facilities to fight with this Pandemic. Many critical cases were taken to cities like Varanasi, Delhi, Gurgaon, Noida etc. which itself exemplifies the vast amount improvements that needs to be made in the healthcare infrastructure in and around Singrauli. Ambulances with well-trained drivers; adequate medicines etc. will be perquisite to combat with these and other such pandemics. We need to ensure that proper Covid-19 protocols are followed and a good tracking system with basic details of all employees and their family members is available in order to reach



out to them on time. The approach should be towards having best in class instead of basic and emergency healthcare.

The existing hospitals should be retrofitted and staffed to the brim. Their sanitation and hygiene should be impeccable. Even the sanitation and hygiene of our office spaces, residential areas, schools, guest houses, clubs, gymnasiums, etc., should be dealt with utmost care. Needless to

say, all these spaces should be sanitized regularly along with fogging and fumigation. Besides sanitization we need sensitization at all levels too.

People's perception about health and hygiene needs to change thoroughly. Already, people have started becoming complacent about Covid-19. We just not have to battle with Covid-19 but get ourselves ready for any similar or more dangerous epidemics or pandemics. For a long term preparation against such macabre, we need a think tank with teeth. This think tank has to assess the current preparedness levels, visualize the required levels of preparedness and bridge the gaps. This brain trust should also keep track of any deadly diseases occurring and spreading anywhere in the world, gauge our vulnerability and formulate a suitable defense strategy accordingly. They should also shoulder the responsibility of overseeing conduction of activities that would boost immunity of the employees and their otherwise preparedness for fighting COVID-19 like scenarios.

One seemingly unrelated learning is the promotion of industries in the nearby regions. Our Hon'ble PM Shri Narendra Modi gave the clarion call to the nation for creating an "Atmanirbhar Bharat" (Self-reliant India campaign). This happened in the backdrop to negligible or no production of masks and PPE kits to an appreciable production in order to deal with the COVID-19 crisis. Similarly, emphasis must be given on promotion of Industries in the Singrauli and nearby regions to reduce reliance on other Industrial hubs and metropolitan cities. We can also think of food processing industries with special emphasis on immunity boosting products, packaged fruit, vegetable juices, health supplements etc. E-commerce companies should also be promoted in the region in order to ensure contactless delivery of essentials to people for similar situations in future.



In conclusion, we learnt a lot from Covid-19. Some of the actionable outcomes may be a bit difficult to act upon but for a safe & healthy future it is quintessential that they see the light of the day. Any set of reasons against not acting on these insights might be acceptable to the society but the Virus won't buy any of it. We will have to adopt a completely new paradigm about what an employer must do for the employees and how employees adapt in this new era for building relatively safer workplace and society. Let us all take a pledge to put all these lessons to practice for a safer and healthier NCL and planet!



**Kaushal Kumar**  
Dy. Manager (HR), NCL

*"To handle yourself, use your head; to handle others, use your heart." – Eleanor Roosevelt*

## Krishnashila Area bags 5 star rating from Ministry of Coal, Government of India

The mining in Coal India Limited has shifted to new heights with launch of Star Rating Portal by the Hon'ble Minister of MoC, GoI on 10.02.2020, for recognising the best performers (STAR) based on compliance of laws, efficacy and incorporation of technologies and safe mining practices. The Coal Controllers Organisations validated an evaluation system of seven modules namely: mining operation related parameters; environment related parameters; adoption of technologies; economic performance; rehabilitation and resettlement related parameters; worker related parameters; and safety & security related parameters.

Star rating was announced on 17th May 2021 where 169 opencast and 172 underground coal mines participated, and Krishnashila Project overrun all coal mines to grab the 1st position with 5 star rating.

Krishnashila Opencast Area is located in Sonbhadra District of U.P. The project is in the south-eastern part of Moher sub-basin of Singrauli Coalfield under the command area of Northern Coalfields Limited. The annual coal production capacity of the project is 7 Million Tonnes spread over an area of 851.78 Ha. The project started in April, 2007 and coal production started in February, 2008.



Krishnashila Area is a mechanized open cast mine and high capacity equipment have been deployed in the mine. Coal is being produced by Surface Miner and hydraulic excavators in combination with Hydraulic Shovels and 100 tons dumpers. There is a fleet of 42 heavy earth moving machines for production of coal which is operated, maintained and managed by a work force of 438 regular employees.

The coal produced is dispatched to pit head power plants through a coal handling plant of 4 MTY capacities with rapid Silo Loading System. The system is provided with Cold Fog Dust Suppression System for control of dust.





The commitment to protection of the environment and sustainability is of prime concern. The Krishnashila Area has done biological reclamation on an area of 108.55 Ha. with plantation of around 3.40 Lakhs of sapling. Eco-restoration by FRI Dehradun has been done on an area of 05 Ha. The drain of the mine water is based on natural nalas. However, the mines water is drained out through an effluent treatment plant (ETP) of 0.4 MLD capacity for treatment of effluent generated from mining operations.



The method of selective mining has been adopted in Krishnashila Area for removal of shale band during coal extraction from turra seam. This ensures better quality of coal extracted from mine. It has an impeccable record of safety with no fatal accidents, reportable and serious injuries from the last three years.

*“The strength of the team is each individual member. The strength of each member is the team.” – Phil Jackson*



**Vishwajeet Choudhary**  
Area General Manager, Krishnashila

## Risks & Precautions in CLRA Act, 1970

The Government of India enacted the Contract Labour (R&A) Act 1970 with intent to abolish contract labour in a few categories, where abolition is not possible, to abolish the exploitation of contract labour. The Act applies to every establishment in which 20 or more labourers are employed on any day of preceding 12 months. It prescribes certain activities of the establishment which are perennial in nature and are done ordinarily through regular workmen in that establishment. As defined in the Act, a contract labourer is one who is hired in connection with the work of an establishment by a principal employer through a contractor who is the supplier of contract labour for the organization; a principal employer is the person responsible for the control of the establishment. The 'principal employer' is required to take prior approval of the labour authorities (in the form of a registration certificate) in case it wishes to employ contract labour beyond the prescribed threshold which is 20 and on the basis of which, the contracting agency is required to obtain a license for deploying the labourers. The benefits conferred by the Act & Rules are social legislative measures such as the provisions for payment of wages, canteens, rest rooms, facilities for drinking water, first aid facilities, etc., to be provided by the Contractor and if the contractor fails to provide these facilities it shall be provided by the Principal Employer. The appropriate Government appoints the authorities to monitor and ensure compliance with the provisions of the Act for deployment and use of contract labour.



Since the enactment of the Act, the Supreme Court has delivered a number of judgments dealing with one aspect or the other of the Contract Labour Act, mostly interpreting the provisions of Act and its application to the establishments and the rights of workmen derived from the Act. An effort is being made to enlighten the readers based on a study of some of the latest relevant cases which would be useful to the professionals in the labour relations field as well as those occupying General Management positions. Based on some recent rulings of the Supreme Court, I would like to highlight the "Legal Risk while engaging the contractual laborers and Precautions to be taken by the Principal Employer from absolving unnecessary responsibilities."

### Classification of contractual labours:

In one of the matters known as Jakhmola's case reported in (2019)13 SCC 82, the Supreme Court has determined the role of contractual labourers and reiterated the basic tests to be applied in determining whether contract labourers can be classified as direct employees. In this matter, the employment of certain contract labourers were terminated by Bharat Heavy Electrical Ltd, who were engaged under a contract entered with the contracting agency in its factory at Haridwar. All such workers (64 in nos.) raised the dispute which was referred to the Labour Court



seeking reinstatement on the ground that the work comes under the prohibited category and the supervision, superintendence and administrative control of the work was of BHEL. The gate passes that were issued to enter the premises were also of BHEL. BHEL denied the claim on the ground that there were agreements with the contractors and that the workers were of the contractors who were paid by them and the gate passes were issued only at the request of the contractor for the sake of safety and also from an administrative point of view. The Labour Court passed the award and held that all such workers (64 in nos.) were entitled to be reinstated with immediate effect but without back wages. This was challenged in the High Court but the High Court also upheld the award, mainly on the ground that the contract was a 'sham' as labourers were performing duties identical with BHEL's regular employees and they were under the command, control and management of BHEL, against which BHEL filed the SLP in the Supreme Court.



The Supreme Court while setting aside the award of labour court and reversing the Tribunal & High Court's order observed that the findings of the award and the judgement are contrary to the evidence taken on record as there were evidences produced by BHEL establishing that the labourers that were employed through the contractors were not performing identical duties as the regular employees and they were also not under the direct control, management and guidance of BHEL. There were evidences showing that the contracts were awarded in favour of the contractors. The Supreme Court in order to examine the disputes relied on the ruling reported in (2011) 1 SCC 635 General Manager (OSD), Bengal Nagpur Cotton Mills, Rajnandgaon Vs Bharat Lala) and Another in which "Two of the well-recognized tests to find out whether the contract labourers are the direct employees of the principal employer are:

- (i) whether the principal employer pays the salary instead of the contractor; and
- (ii) whether the principal employer controls and supervises the work of the employee.

Based on the above, the Supreme Court held that it is clear that these two tests are not met by the facts of this case as firstly, the contractor pays the workmen their wages in this case and secondly, the principal employer cannot be said to control and supervise the work of employee merely because he directs the workmen of the contractor as control of principal employer is secondary in nature, as such control is exercised only after such workmen has been assigned to the principal employer to do a particular work.

And further in order to decide the issue "Control and Supervision", the Supreme Court relied on the judgement of Airport Authority of India Vs International Air Cargo workers Union (2009) 13 SCC 374 in which it is specifically explained "..... that if the contract is for supply of labour, necessarily the labour supplied by the contractor will work under the direction, supervision and control of the principal employer but that would not make the worker a direct employee of the



principal employer, if the salary is paid by a contractor, if the right to regulate the employment is with the contractor, and ultimate supervision lies with the contractor. The principal employer only controls and directs the work to be done by a contract labourer when such labourer is assigned/ allotted/sent to him.....”

The Supreme Court further reiterated its view as laid down in the judgement of *Balwant Rai Saluja Vs Air India Ltd* (2014) 9 SCC 407 relevant para of which is follows:

“65-Thus it can be concluded that the relevant factors to be taken into consideration to establish employer-employee relationship would include inter alia:

- |  |   |
|--|---|
| (i) who appoints the workers               | (ii) who pays the salary/remuneration     |
| (iii) who has the authority to dismiss     | (iv) who can take the disciplinary action |
| (v) whether there is continuity of service | (vi) extent of control and supervision    |

In light of the above, the supreme court while setting aside the judgement of the High Court and award of the labour court held that the wages of workers being the employee of the contractor is paid by the contractor and their ultimate supervision and control lies with the contractor as he decides where the employee will work and how long he will work and subject to what conditions and the principal employer only supervises and controls when the contractor assigns/sends them to work under the principal employer and thus control of the principal employer is secondary and the primary control is with the contractor.



#### **POINTS FOR CONSIDERATION WHILE ENGAGING CONTRACTUAL LABOURS:**

- 1) If the proposed work comes under the prohibited category as notified under Sec 10 of the CLRA Act and if it is exempted in the establishment then only contractual labourers can be deployed/engaged.
- 2) There are a number of cases relating to the permanency claims of the contract labourers against the principal employer and therefore, it is essential for the Principal Employer to be conscious while formulating the terms of NIT and getting the work done from the contractual labourers.
- 3) There should not be any ambiguity in the TERMS & CONDITIONS w.r.t the contractor's role and responsibilities (including timely payments and renewal of statutory registrations, with proof to be submitted to the company)
- 4) Under the contract is services of a contractor for engaging/deployment of contractual labourers.
- 5) The Principal employer should not control the labourers directly or indirectly or make

payment of wages/salary and if the contractor fails, the wages shall be paid on behalf of the contractor by the Principal Employer and the amount must be recovered from the dues of the contractor or any other appropriate proceedings. The principal employer is required to ensure that a representative be present while wages to the contractor labourers are being disbursed.

- 6) The gate passes to enter the premises of the Principal Employer should only be issued on request made in writing by the contractor, mentioning therein specifically they are the workers of the contractor and the gate pass is being issued to enter in the workplace only.
- 7) To ensure the compliance of getting the License / Registration as required under the Act and facilities as prescribed in the Act such as canteens, drinking water, creches, first aid facilities, toilets, etc., have to be arranged by the Contractor and if they are arranged by the principal employer, the amount incurred is to be recovered from the contractor. If possible, consider the provisions of facilities at the contractor's premises from time to time.



**G P Singh**

Advisor Leagal NCL

### ARE YOU WILLING TO WORK IN A GROUP OR A TEAM?

DIFFERENTIATION ON THE BASIS OF	GROUP	TEAM
Meaning	<i>A bunch of individuals working together to complete any work</i>	<i>A group of people having collective identity joined together, to accomplish a goal.</i>
No. of leaders	<i>Only one</i>	<i>More than one</i>
Dependency	<i>Independent</i>	<i>Interdependent</i>
Bonding between the members	<i>Less</i>	<i>More</i>
Style of working	<i>Individually</i>	<i>Collectively</i>
Target	<i>Accomplishing individual goals</i>	<i>Accomplishing team goals.</i>
Accountability	<i>Individually</i>	<i>Either individually or mutually</i>

## Transforming HR at Northern Coalfields Limited

Today when we think about HR of a Company, it is perceived as a combination of some HR portals and data automation rather than its employees. But simply automating and introducing various HR portals cannot assure 360 degree success of the HR practices in a Company, the Company should extend personal touch to every individual employee and make them feel that “The Company Cares”.



When a Company is a labour intensive one like Northern Coalfields Limited where more than 14500 manpower is directly engaged and approximately the same number of workers is engaged through contractors, managing the HR gets even tougher.

The NCL Management and our HR team are committed to providing the best employee welfare facilities and at the same time we are determined to include latest HR interventions to transform our HR practices and establish our HR brand as a leader on global front.

Let's have a glimpse of the recent HR initiatives introduced in Northern Coalfields Limited:

- **Annual HR Scorecard:** This is a very effective initiative where we have tried to quantify our HR functions by setting measurable targets and evaluating achievements as a HR team. At the beginning of every financial year, a scorecard is set for all Area/ Units of NCL in discussion with the Area Personnel heads with identified Key Responsibility Areas, Key Target Areas and Key Activities to be undertaken along with timelines. These Key Responsibility Areas cover all aspects of key HR functions. At the end of the year, we evaluate how much we have accomplished as NCL HR team and design blueprint for our future course of action.
- **Learning Circles:** Learning Circles are not only a platform for knowledge sharing but also an opportunity for the members of the Learning Circle to express themselves and stimulates a sense of involvement. During the initial COVID pandemic period, when there was chaos and restriction on movement, the NCL HR team converted it into an opportunity by engaging our HR workforce in Learning Circle. The members participated through virtual mode and the insights drawn from these discussions were extremely beneficial. We are in the process of extending the practice of leaning circles in other disciplines as well.
- **HR Audit :** Personnel Department of NCL has introduced periodic HR Audit which is conducted by our internal specialized HR teams for systematic advancement of the HR processes for achieving organizational goals. The recommendations given by these HR Audit teams includes every sphere of personnel activities like welfare, Industrial Relations, induction and on-boarding, general administration etc. These recommendations are perused and implemented for continuous betterment of the HR processes in NCL.



- **Talent development :** When it comes to grooming of talent, NCL is not just limited to its employees rather it is playing a great part in nation building by working in alignment with India's National Policy for Skill Development and Entrepreneurship, engaging apprentices under The Apprenticeship Act, 1961 and providing vocational training to the college students/youth. There are thousands of beneficiaries who have benefitted from such initiatives. We have developed a state of the art infrastructure for training which is equipped with sophisticated simulators and other modern training equipments. Recently, Management Development Institute has also been added to our training infrastructure which will further boost the talent development activities at NCL.



- **PCMM Assessment (The People Capability Maturity Model):** PCMM is a maturity structure that focuses on continuously improving the management and development of the human assets of an organization. NCL recently conducted PCMM assessment and implemented its recommendation to continuously improve the organisation's workforce and achieved Maturity level 2.
- **Succession planning and Mentoring:** Every champion sports team does have a great bench strength. Likewise, to succeed, every organization needs succession planning and effective mentoring to keep their bench strength secure so as not to face any crisis of executives at critical positions. We have created a pool of mentors who are developing next level of executives for taking up the higher role whenever required.
- **"NCL REMEDY CELL":** NCL launched NCL REMEDY (Retired Employees' Monitoring of Entitlements Delivery Yardsticks) Cell – A Single Window System for Service Excellence on 1st November, 2020. It is dedicated for quick resolution of the issues of employees separated from the Company.
- **Quality of Work Life & Quality of Life:** The HR team of our Company has introduced welfare Fortnight Competition wherein, the Welfare amenities such as colony, canteen, rest shelters, washrooms, and contractor labour camps, drinking water facilities etc. of all Areas / Units are inspected and hygienic conditions are assessed periodically by a Committee duly constituted by HQ. The outstanding performers are awarded to keep them motivated.



- **House Keeping Audit:** NCL conducts Housekeeping Audit twice in every Area/ Unit of NCL to inspect the condition of workplaces, colonies, entertainment facilities, workshops, sheds, toilets etc. Performance of Areas/Units of NCL is measured on 5 point scale and ranking is given accordingly. The program is implemented in line with the concept of 5S.
- **Conducting Surveys:** We have found Survey as a very effective tool to understand things from employee point of view. The observations from these surveys are highly insightful and the management can timely and effectively make critical decisions. Recently, a survey was conducted in order to understand the perception of executives of Northern Coalfields Limited, Singrauli. The insights of the survey were shared with all Areas/ Units of NCL for promoting better working environment and ease of doing work.
- **Family Counseling:** Family counseling is something very special we do in our Company. Employees are extended counseling services to manage the issues at workplaces and family for a better Work-Life balance. It certainly helps in the motivation of our workforce and reduction of accidents.
- **Reward/Recognition:** Every bit of good work should be acknowledged. That is the motto of our management. The outstanding performers are not only given rewards but they are made to feel special with display of their pictures at prominent places which certainly aspires their fellow workers. Apart from rewarding outstanding performance, we have a regular incentive scheme **“Performance Linked Reward Scheme”** which incentivizes all performers on a monthly basis. A number of awards are given on 15th August, 26th January, 1st May, 28th November and other special occasions.
- **e-HR:** We already have various e-portal in place like Human Resource Information System “HRIS”, Performance management System “PMS”, Grievance portal, COALNET etc. in place to effectively manage our HR functions. Now, as we have also introduced ERP from October 2021, it certainly will be an added advantage to streamline our HR functions. The Company is now out for going digital.



**Employee Welfare:** As I have stated at the beginning, we are committed to touch the lives of every employee of our Company and make them feel that the “Company Cares”. We at NCL are never content with the at par standards of welfare facilities; we strive for the best which is evident from the state of art recreational infrastructures, best in class workplace amenities,

upgraded medical facilities, modern educational facilities that we have created here for our employees. The NCL Management and HR team are continuously on the job for improving Quality of life and Quality of Work-Life of our employees and their families

***We envision:***

*Transforming HR practices and creating opportunities for our people to reveal their colourful talents and together making a rainbow of our Organizational Success.*



**Sushil Kumar Gautam**  
Dy. Manager (HR), NCL

## NCL Outshines again!

On the occasion of the 47th Foundation Day of Coal India Limited (CIL), Northern Coalfields Limited (NCL), a Coal India subsidiary received eight awards. Hon'ble Minister of Coal, Mines and Parliamentary Affairs, GOI Shri Pralhad Joshi and Hon'ble Minister of State for Railways, Coal and Mines, Shri Raosaheb Patil Danve graced the event virtually. Shri Pralhad Joshi ji appreciated the efforts of Coal India towards ensuring the energy security of the Nation and also encouraged the employees of all the subsidiaries to attain 1 billion tonne coal production by 2023-24. Secretary Coal, GoI, Shri A.K. Jain was also connected through video conferencing on the occasion. The award was presented at CIL HQ in presence of Chairman, Coal India Ltd., Shri Pramod Agarwal and Functional Directors and CVO of CIL.



In the presence of Hon'ble Ministers and other dignitaries, Drill Operator of Bina Area NCL Smt Phoolmati Devi was awarded as Best Female Operator and CMS NCL Shri S K Bhowal got Individual Excellence Award. Also, the General Manager Krishnashila OCP, Shri Biswajit Choudhury received the Award for the Best AGM, while GM(CIVIL), NCL Shri A K Singh was felicitated with Best Head of the Department Award. The team of Mr. Saurabh Tripathi, Mr. Gyanendra Kumar Mishra, Mr. B. Mehta, Mr. Vashnik Devangan from Central Workshop got awarded 'N Kumar technical Innovation Award'.





On this achievement, CMD NCL Shri PK Sinha, all the Board of Directors, and Chief Vigilance Officer have congratulated all the Employees and expressed their belief that the Company will continue to play an important role in the fulfillment of energy-aspirations of the Nation.

On CIL foundation day, NCL has been conferred with the 'Best Corporate Performance' award for its outstanding performance in parameters like Coal Production, Dispatch and Overburden Removal. Along with this, NCL got recognition as the best company for environmental betterment. NCL has also been conferred second prize for 'Quality Awareness' in the Corporate Category itself. CMD, NCL Shri PK Sinha, Director (Technical/Operations), NCL Dr. Anindya Sinha and other senior officials received the awards On behalf of NCL. We hope that NCL keeps adding more feather to its cap with each passing year and outperforms itself every single day!



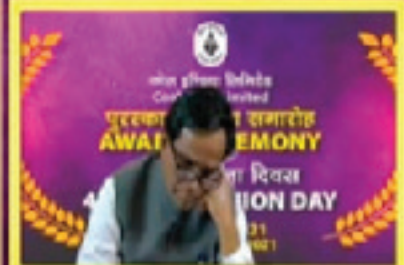
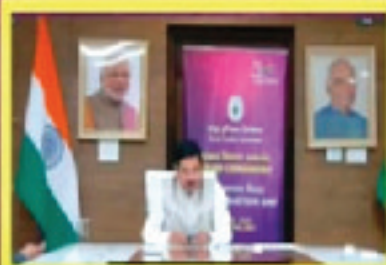




कोयल इण्डिया लिमिटेड  
Coal India Limited

## 47<sup>th</sup> COAL INDIA FOUNDATION DAY

75  
आज़ादी का  
अमृत महोत्सव

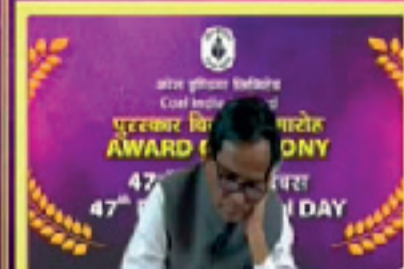


LIVE

कोयल इण्डिया लिमिटेड  
Coal India Limited

## 47<sup>th</sup> COAL INDIA FOUNDATION DAY

75  
आज़ादी का  
अमृत महोत्सव



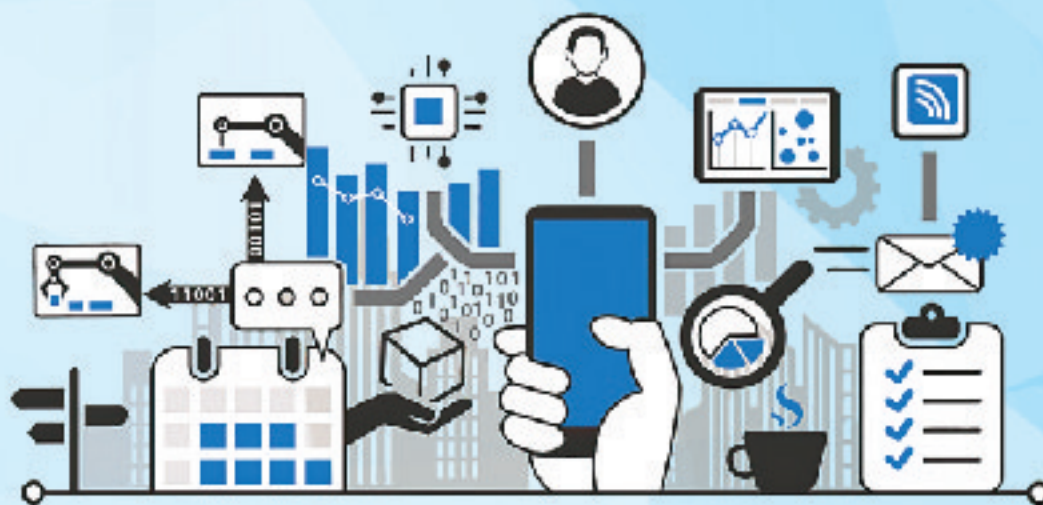




# SHRAM 2021

## Singrauli HR Conference

Industrial Revolution 4.0 :  
Competing Through People Matrix



## SHRAM HR EXCELLENCE AWARDS

